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RECRUITMENT METHODS AND PERFORMANCE: AN EVIDENCE FROM BUSINESSES IN BURKINA FASO

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ABSTRACT

Starting from the premise that human resources are a critical success factor for companies, this article analyses the logic of recruitment preferences in Burkina Faso. The explanatory variables are the industrial sector and the level of billing. The main findings are that the more traditional forms of recruitment of personnel are dominant in Burkina Faso, in particular in agribusiness and commerce, and in the small business segments. In addition, the results put in light that the most modern forms are preferred in the Construction sector or in large companies. It is found that, a greater technical complexity of the job leads to a greater need to imitate the criteria of the developed world, and that a lower technical complexity implies a greater importance of the worker's morality.

Keywords: Recruitment, African Traditional Methods, Modern Methods, Companies, Competitiveness, Burkina Faso.

INTRODUCTION

The processes and sources of recruitment have evolved over time and continue to do so linked to the professionalization of human resources management as well as to factors related to the

environment, the sector and the level of economic and technological development. According to Gomez-Mejía, Balkin and Cardy (2016), modern human resource management is concerned with issues such as equal opportunities, civil rights of candidates, correcting the language in communication with them, defending the employee privacy, ethics and corporate social responsibility, protection of data of candidates. It affects the recruitment process. After planning human resources, profiling jobs and analyzing the skills and financial compensation or training needed for each of them, Montes and Gonzalez (2010) indicate that the next step is the recruitment of personnel, which feeds on sources external and internal. External sources are advertisements (of all kinds), employment agencies (private or public employment services), job boards and networks of all kinds. Internal sources are internal promotion, job rotation, hiring of interns and sponsorship by company employees. We present the advantages and disadvantages of each of these sources of recruitment (see Table 9 in appendices). However, this division is not the most appropriate if one thinks of a country like Burkina Faso. Recruitment routes that can be defined as Western or Modern and others more traditional or African. Given the expectations of management and business owners, faced with the growing demand for labor and the demands of each of the economic sectors, the challenge is the implementation of adequate techniques of acquiring competent human resources to develop functions within the organization. Recruitment channels in developed countries are increasingly based on new technologies and pursue competition, efficiency and competitiveness objectives. For their part, the most traditional recruitment methods or those linked to the realities and culture of the Burkina Faso, pursue objectives of loyalty, trust and the fulfillment of a social duty. Recent trends in human resource recruitment point to the hybridization of the most modern systems (based on the Internet and new technologies), or, to go further, towards massive investments in systems. Recruitment, artificial intelligence, automation and robotization of processes, championed by Shenoy and Aithal (2018), as traditional recruiting systems are about to move on to a better life. In Nigeria, where according to internetworldstats.com (2019) Internet users already represent 55% of the population, Omolawal and Onyeonoru (2018) explain that for 70% of more than a thousand human resources managers surveyed in Nigeria, the use of online recruitment enables them to obtain better candidates (more qualified and more experienced) for the positions to be filled. Odumeru (2012) explains that the most popular source of recruitment (66%) in Nigeria is the use of selection agencies that use the Internet to capture and process applications. However, in Burkina Faso, also according to internetworldstats.com (2019), Internet users represent only 16% of the population, and those who browse social networks like Facebook are only 4%, which implies that up to, as these percentages increase, the use of portals and / or social networks as sources of recruitment will not be significant in Burkina Faso. However, personnel management and in particular the recruitment phase, must consider the worker as a valuable source of resources within the organization, able to provide knowledge, skills and attitudes to be able to develop within the organization. In this sense, the phase of recruitment and selection of personnel will generate a series of information for the organization available to the person belonging to the organization. The recruitment phase arises from the need for qualified personnel to perform a function within the organization, in order to achieve the objectives set or improve those that already exist staff we will take the one developed by Bretones and Rodríguez (2008), who define it as the “[...] psychosocial process that develops in the organization, through which

people are chosen to perform work[...]. To carry out this process successfully, different decisions must be made, with the sole aim of finding the right person to develop and perform functions within the organization, in order to optimize its usefulness and to meet the objectives set by the management. The terminology of human resources management has been widely studied and particularly focused on the Anglo-Saxon market, as reported by Clark et al. (1999). In addition to the Anglo-Saxon area, studies have focused on the Asian region and in particular on the so-called Asian tigers of the 1990s, and more recently on China, due to the industrial development it has experienced in recent years. Some authors have pointed out that in Africa, the management systems of the company and, in particular, of HR obey certain configurations different from those studied in developed countries, Western or Asian (Nasse, 2019, Shamba & Livian, 2014; Ghebregiorgis and Karsten (2006). In the African context, some of the literature is based on the findings of Kamoche (2001) who points out that low African economic growth, as well as stagnation after centralized planning of the economy, has not led to the development of economic research on this subject. Despite the fact that Africa offers much lower labor costs than in Asia, the discouragement of companies in this area is due to political instability, corruption, lack of infrastructure and low purchasing power of the African businessman (Kamoche, 2002). In addition, the African continent is still largely dependent on the agricultural sector, where 680 million people (two-thirds of Africa's population) still depend on agricultural livelihoods. In addition, the higher the level of development, the less the impact of traditional African management and human resource behavior. For example, in Nigeria, where half of the recruits come from Internet portals, Anakwe (2002) points out that recruitment agencies are the most important resource available to companies for recruiting staff. One of the elements to which the African economies and that of Burkina Faso in particular must devote the most efforts is the development and strengthening of their human resources, taking into account the economic impact of the growth of their population, in order to reduce their level of poverty. Burkina Faso is a landlocked country located in the heart of West Africa. Table 8 in the appendices presents some of its main socioeconomic data. According to the World Bank report (2018), the labor force participation rate is 89.8%. Formal jobs are concentrated in urban centers and represent only 20% of the hired population, while in rural areas they represent 1%. Informal contracts are present in all sectors of the economy, including the public sector where 17% of workers do not have an employment contract. Another peculiarity of the Burkina Faso labor market is the relevance of unpaid work, common among young people and women. However, the official unemployment rate in Burkina Faso is 6.6% according to 2004 estimates. The accelerated growth of the population and its preparation for education form the basis of what is called the demographic dividend, a stage of growth in which the conditions for industrialization and development are the most optimal. For this reason, the importance of adequate management of human resources is enormous, and in this context that of the processes of recruitment and selection of personnel. Staff selection is choosing the right person for the right job within the company. Therefore, the management chooses among the most suitable recruited candidates, to fill the existing positions in the company, trying to maintain and increase the efficiency and performance of the staff, as well as the efficiency of the organization. In this way, the recruiter seeks to solve two fundamental problems: the adequacy of the manager and the efficiency of the manager (Chiavenato, 2000). According to Cohen (1981), the selection of personnel essentially consists of comparing the aptitudes and

possibilities of the candidate with the requirements of the position. It is the balance between the requirements of the position, the potentialities and the characteristics of the person. On the other hand, staff recruitment is a set of procedures that aims to attract and identify candidates who enhance the position to be held within the organization with their qualifications and abilities. The recruitment process begins with research and ends when applications are received. In this way, a set of candidates is obtained, from which they will emerge regardless of recruitment and new employees will then be selected (Alles, 2000). The main question here is: What are the likely effects of the very Traditional and / or Modern methods on the competitiveness of African businesses?

The main objective of this research is to examine the relationships that exist between the African traditional methods of recruitment and modern methods of recruitment.

LITERATURE REVIEW

Concepts

❖ **Traditional Recruitment Methods:** these bring together the usual methods used in the African context to recruit staff. These include, among other things, recruitments based on family, sponsorship and through an internship. For some authors traditional ways of management and recruitment is typical to the African context where modern management practices are disregarded and thus, not well implemented (Nasse, 2016; Shamba, & Livian, 2014). This type of recruitment are more practiced in small and medium size companies (Nasse, 2016) in the West African context.

❖ **Modern Method of Recruitment:** These are the recruitment methods in use in large modern companies, especially those in developed countries (Nasse, 2016; Shamba, & Livian, 2014). These methods are also borrowed from the western system of recruitment. These include recruitments through internal promotion, or through agencies or advertisements in the press.

❖ **Modern Method of Recruitment Versus African Traditional Method of Recruitment**

Below are summarized the criteria that reflect the aspects to be taken into account in the survey of the recruitment and selection processes of staff.

Table 1
Characteristics of the Different Modern Recruiting Sources

Modern method		
Sources	Description	Appreciation
Agency recruitment	At moderate cost, one obtains the skills best suited to perform specific functions and tasks within the organization through a third party.	Efficiency in the performance of specific functions; the agency carefully assesses the capacity of the worker.
Internal promotion	Without recruitment and training costs, motivates staff, while ensuring adherence to the values of the company.	Efficiency and loyalty to the organization. The best internally assessed workers are promoted.
Ad or press	The publication of classified advertisements in the field of employment allows African employers to carry out a selection process themselves from multiple applications.	Efficiency in performing specific functions. The CVs submitted by the candidates are evaluated.

(Source : Fieldwork, 2018)

Table 2

Characteristics of the Different Traditional Recruitment Sources

African Traditional methods		
Sources	Description	Appreciation
Only after an internship	Without recruitment costs or labor costs, facilitates professional training and the integration of company values.	Training and loyalty to the organization. In a way, it makes it possible to evaluate the recruited worker.
Sponsorship by employee	Without recruitment costs, guarantees professional competence and moral values by holding a company employee responsible.	Loyalty to the leader and efficiency. The abilities of the worker are not assessed.
Big family or village ties recruitment	Without recruitment costs, loyalty to the promoter of the company is mainly valued. Unlike sponsorship, this modality usually does not offer key positions within the organization or the training required for the position.	Loyalty to the leader and efficiency. The abilities of the worker are not assessed.

(Source: Fieldwork, 2018)

Research Assumption / Hypothesis

There is a relationship between traditional methods of recruitment and modern methods of recruitment.

METHODOLOGY

Procedure: This work attempts to describe the different recruitment and selection processes used by companies in Burkina Faso. To do this, a survey was carried out among the participants of the Africallia 2018 Forum, obtaining 127 valid results from businessmen from Burkina Faso. This survey examined, among other aspects, the hiring processes commonly used by employers in their companies. In addition, information was obtained on the sectors in which they are located, as well as on turnover and socio-demographic variables (sex and age). The various sectors of activity surveyed were identified and grouped into 4; Agro-industry, construction, commerce and services. Likewise, the turnover expressed by the entrepreneurs was broken down into 5 brackets from which to choose; 0 - 19 million, 20 to 50 million, 51 to 500 million, 501 million to 3 billion and more than 3 billion. This stratification made it possible to identify small, medium and large companies. This exploratory study used IBM-SPSS software for the analysis of data obtained from the surveys. The sample size was established from the participants of the Africalia 2018 congress, which with 105 respondents reaching the maximum error at 97% is 9.25% (Ganassali, 2009; Hejase & Hejase, 2013). In the present research the total number of respondents is 114 what is completely sufficient.

Measuring Tool: The survey consists of a specific section of multiple choice questions to indicate the different methods of recruiting and selecting personnel employed by companies. For this, 6 recruitment sources commonly used in Burkina Faso were grouped under two aspects: classical methods and traditional methods in African culture. In the classic methods we have: the recruitment agency; internal promotion; and an advertisement in the press. In traditional methods we have: only after an internship; through sponsorship of an employee; and someone from the extended family or place of origin.

Ethical Consideration: Respondents answers are used for the purpose of the present research, and their identity and the identity of the company is also kept anonymous (Nasse, 2020).

RESULTS

Descriptive Statistics

Table 3
Sample Characteristics

Variable	Frequency	Percentage	Valid Percentage	Cumulative percentage
<i>Sex</i>				
Feminine	24	21.1	21.1	21.1
Male	90	78.9	78.9	100.0
Total	114	100.0	100.0	
<i>Age</i>				
25-35	28	24.6	24.6	24.6
36-45	57	50.0	50.0	74.6
46-55	28	24.6	24.6	99.2
56 years old and over	1	0.8	0.8	100.0
Total	114	100.0	100.0	
<i>Economic sectors</i>				
Agro industry	23	20.2	20.2	20.2
Construction	11	9.6	9.6	29.8
Trade	27	23.7	23.7	53.5
Services	53	46.5	46.5	100.0
Total	114	100.0	100.0	
<i>Sales figures</i>				
0 - 19 million	29	25.4	25.4	25.4
20 - 50 million	33	28.9	28.9	54.4
51 - 500 million	13	11.4	11.4	65.8
501 - 3 billion	31	27.2	27.2	93.0
more than 3 billion	8	7.0	7.0	100.0
Total	114			

(Source: Authors, data from fieldwork, 2018)

Relationships by Sector

Agro - Industrial Companies

The results on Table 4 below shows that the crossing of 'Traditional methods' and 'Modern methods' is very significant. Thus, the relationship between the two variables is very significant.

Table 4
Results of the Crossing of “ Traditional method ” and “ Modern method ”

Variable Crossing	Results
“ Traditional methods ” and “ Modern methods ”	p = < 0.002 The relationship is very significant.
* p = <0.05	

(Source: Authors, data from fieldwork, 2018)

Construction and Public Works Companies

The results on Table 5 below shows that the crossing of 'Traditional methods' and 'Modern methods' is not significant. Thus, the relationship between the two variables is not significant.

Table 5

Results of the Crossing of “Traditional method” and “Modern method”

Variable Crossing	Results
“ Traditional methods ” and “Modern methods ”	p = < 0.479 The relationship is not significant.
* p = <0.05	

(Source : Fieldwork, 2018)

Commercial Companies

The results on Table 6 below shows that the crossing of 'Traditionl methods' and 'Modern methods' is not significant. Thus, the relationship between the two variables is not significant.

Table 6

Results of the Crossing of “Traditional method” and “Modern method”

Variable crossing	Results
“ Traditional methods ” and “ Modern methods ”	p = < 0.116 The relationship is not significant.
* p = <0.05	

(Source : fieldwork, 2018)

Service Companies

The results on Table 7 below shows that the crossing of 'Traditionl methods' and 'Modern methods' is very significant. Thus, the relationship between the two variables is very significant.

Table 7

Results of the Crossing of “Traditional method ” and “ Modern method ”

Variable crossing	Results
“ Traditional methods ” and “ Modern methods ”	p = < 0.03 The relationship is very significant.
* p = <0.05	

(Source: fieldwork, 2018)

DISCUSSIONS OF THE RESULTS**Traditional Methods and Modern Methods**

Some studies have shown the links between the structure of the company and its competitiveness (Nasse, 2019; Nasse & Sawadogo, 2019; Nasse, 2015; Shamba & Livian, 2014) in the sense that the type and the size of a given company could help to determine the types of employees and leaders it possesses, and thus, all this affects good governance and business performance. Samwel, Omari, and Szumbah (2016) demonstrate that at least 59.5% of recruitments in Tanzania are made through Traditional methods, and thus they show that for small family firms, Traditional methods of recruitments leads to the recruitment of inappropriate personnel and to the progressive reduction of competitive advantage. The present study has just shown that there are links between Traditional methods of recruitment and modern methods of recruiting companies in several given sectors. Furthermore, it is observed that companies that recruit personnel through Traditional methods are very less efficient or competitive than companies that do so through modern methods. It is also observed that when companies grow, they stop using family members or sponsored workers for recruitment (except in the construction industry, where, by the way, it doesn't make much sense). It is a very marked fact in the agro-industrial sector which has a greater propensity to recruit relatives or sponsored workers. It will not be easy to increase the competitiveness of human resources in Burkina Faso

companies, because, as Karsten and Pennink (2007) say, entrepreneurs are not doing the right choices, even after learning the most modern management concepts in the Western context. The organization of the human resources departments in their companies in Burkina Faso, are always stuck to their traditional personnel management habits.

CONCLUSIONS

The need for qualified human resources is vital for the success of companies, particularly in the West African context where competition is fierce (Nasse, 2019). It is found that the more traditional forms of recruitment of personnel are dominant in Burkina Faso, in particular in agribusiness and commerce, and in the small business segments, and on the other hand, that the most modern forms are preferred in the construction sector or in large companies.

Conceptual Contributions: The present help to bring more literature and some notions on the concept of Traditional recruitment methods and the concept of Modern recruitment methods, what contributes to enrich the previous literature.

Managerial Contributions: This research contributes to help managers to understand that the terrific use of Traditional recruitment methods in companies in the context of Africa, is not profitable; thus, it reduces companies' performance and innovation. Therefore, managers should do their best to favour the Modern recruitment methods to make companies more competitive.

Theoretical Contributions: The present research contributes to the consciousness rising on the assumption that fairness practices in management is more profitable as suggested by previous researchers (Anakwe, 2002; Nasse, 2019; Shamba & Livian, 2014).

Recommendations for Companies: In a world that is becoming more and more competitive, it is good and vital for the companies to give a priority to the modern ways of recruitment that can help them to have the best performant employees to face competition and also to innovate.

Future Research: It is good to carry out another research to bring out some complementary results.

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Conflict of Interest Statement

No conflict of interest has been declared by the authors.

APPENDIX

Table 8
Socioeconomic Data of Burkina Faso

Concept	Source	Data
Product Interior Gross (GDP)	World Bank (2019)	2018: 14.442 Million USD
Annual growth in GNP		2018: 7%
Trade as% of GDP		2018: 63%
Life expectancy at birth		2017: 60.77 years
Inflation (annual percentage)		2018: 5.04%
Total tax rate (companies)		2018: 41.3%
% of salaried workers		2018: 12.91%
% in GDP		2018: Agriculture 29%, Industry 20%, Services 43%.
Youth illiteracy rate	Unesco (2019)	(15 to 24 years old) 2018: 41.71%
Human development index	UNDP (2018)	0.423. Rank 183 of 189
Rural population with electricity		2017: 0.8%
Total population	internetworldstats.com (2019)	2019: 20.321.560
Internet users		Dec . 2018: 3,704,265 (18.2%)
Facebook users		Dec . 2017: 840,000 (4.1%)

Source: World Bank (2019), Unesco (2019), UNDP (2018) e internetworldstats.com (2019)

Table 9

Advantages and Disadvantages of the Different Sources of Recruitment

Traditional sources of recruitment		Modern sources of recruitment	
Benefits	Disadvantages	Benefits	Disadvantages
Motivates employees All employees are already familiar with the philosophy and realities of the company. Lower cost. Recruitment speed. Candidates know the job requirements in advance.	Discouragement of rejected candidates who become the target of reprisals from their direct bosses. Candidates do not bring new values to the company. Recruitment is often not very objective.	Allows you to obtain profiles that bring new ideas and added value to the company. In the case of referrals, it is easy to find very specific profiles as well as loyalty to the company.	Family and friends often don't have the right skills. Sponsorships are only effective in low technical level positions. Often the cost of recruiting per ad or agency is quite high.

(Source: Montes and Gonzalez, 2010; Dolan et al. 2007).